

CHARTER UPDATE April 2012

I. Purpose

The Performance Management Council (Council) is a self-chartered, diverse group of government leaders and academic specialists who meet voluntarily to lead efforts to sustain a performance management culture throughout state government. The Council is dedicated to increasing governmental transparency and accountability to the public and raising awareness of the benefits of using performance management to improve the outcomes of state government.

The vision of the Council is to create and sustain a performance management culture throughout California State Government.

The mission of the Council is to:

- Provide leadership and direction for a performance management culture in state government.
- Provide support for efforts to infuse and sustain a performance management culture within state agencies.
- Engage state government leaders and employees in conversations about the use of performance management within state government.
- Share best practices and provide support for performance management efforts.
- Shape the environment in state government to implement reform that supports a performance management culture.
- Be results oriented and model the way.

II. History

In the course of performing its governmental oversight duties, staff of the Little Hoover Commission identified increased interest among governmental leaders in the area of performance management. As part of its examination of the governance of information technology in California State government, the Little Hoover Commission in August 2008 convened a group of government leaders and academicians to discuss how the state could leverage data and technology to better manage, report, and improve government performance. Following the release of the Commission's 2008 report *A New Legacy System: Using Technology to Drive Performance*, Commission staff reconvened the group in December 2008 to continue the discussion of how the state can take steps toward infusing performance culture throughout state government. As other leaders became aware of this group's focus, the number of interested members increased. Based on the continued interest in performance accountability from government and academic institutions, the group decided to create a charter in August 2009 to formalize and extend the information sharing

opportunity.

To date, the Council has accomplished the following:

- Surveyed state agencies to assess the use of performance management.
- In September 2010, issued an advisory report, "Performance Management in California State Government: What Gets Measured Gets Done," which was shared broadly with state policymakers, administrators and other interested stakeholders and which remains in active use on-line.
- Held 14 meetings, with average attendance of 23 people. Over time the membership has included 90 members who attend as their schedules permits.
- Sponsored a series of performance management presentations that included nine State of California departments: Transportation, Corrections and Rehabilitation, Consumer Affairs, Alcohol and Drug Programs, Toxic Substances Control, Social Services, the Office of the Chief Information Officer, Franchise Tax Board and the State Water Boards.
- Established the State Best Practices wiki for sharing performance related materials.
- Included performance management as a key competency cluster in the California State Leadership Model which applies to all of California's Leadership classifications.
- Developed and released on-line training classes and resources, sample duty statement, hiring questions, and a performance evaluation tool to help align the State of California workforce to organizational goals.

III. Council Membership and Responsibility

The Performance Management Council is a self-chartered group of government leaders and academic specialists who promote efforts to infuse and sustain a performance management culture throughout state government.

The Council is empowered to create and delegate specific tasks to ad hoc committees that report back to the committee as a whole.

Guidelines:

Membership: The Performance Management Council is flexible in its membership of government leaders and academic specialists and does not establish a formal committee member nomination process, nor does it define a maximum number of members.

Leadership: In order to maintain continuity of action and to help achieve its, vision, mission, and goals, the Council has designated Co-Chairs to serve a 12 month term of office. The primary responsibilities of the Co-Chairs include:

- Communicating with all members to ensure a broad distribution of information and assuring that the Council has the benefit of many departmental perspectives and insight.
- Ensuring every committee member has opportunity to review information and participate on teams to achieve objectives.
- Organizing meeting schedules and content to maximize the value of the Council.
- Proposing ad hoc committees to target specific areas of interest that support the Council's mission.

Participation: Participation is voluntary. Individual members determine the degree of their participation in the Council.

- Agency Attendees: Participating departments shall self-limit participation to two attendees who shall be leaders within those organizations.
- Use of Alternates: Members may elect to have a specified alternate attend a meeting in the event of an absence.
- Commitment: Any member committing to work on any Council generated task or subcommittee is responsible for meeting that commitment.

IV. Goals and Activities

The Council identified the following goals for understanding and promoting performance management culture:

Goal 1 Expand knowledge and use of performance management within government. Activities that will be taken to achieve this goal include:

- *Best Practice Workshops* – Sponsoring a best practices workshop series where presenters discuss lessons learned and current challenges of establishing performance management systems.
- *Use of Technology* – Explore options for using technology to increase access to performance information.
 - Access via web – broadcasting Council meetings and presentations over the Internet to make the information more accessible to the state workforce.
 - Resource Library - A web-based library of performance resources. These resources could include:
 1. Written summaries and material from Council meetings.
 2. Video archive of best practices presentations.
 3. Training materials.

4. Strategic plans, dashboards and other templates that have proven successful in state agencies and departments.
 5. Academic and professional articles, book list.
- Training – Co-sponsoring training seminars for state managers, and maintain continued participation of public and educational institutions.

Goal 2 Serve as an advisory body to provide and market expertise and assistance to state agencies and departments, and policy-makers.

Activities that will be taken to achieve this goal include:

- *Volunteer Services* – Volunteering individual expertise to mentor and advise organizations as they develop and refine performance management systems.
- *Advisory Groups* – Establishing an advisory group or groups comprised of Council members to enhance development of performance management efforts, organizational learning, etc.

Goal 3 Measure and monitor the progress toward implementation of performance management activities within state government.

Activities that will be taken to achieve this goal include:

- *Surveys* – Continuing its survey activities, making comparisons with Council-established baseline data to measure the state’s use of performance management.
- *Research* – Researching best practices in performance management, common in California State government, other states, as well as other countries

V. Meetings

The Council will meet bimonthly, or as needed. The logistics and notification of scheduled meetings will be coordinated by the Co-Chairs. Staff from the Little Hoover Commission and representatives from the University of Southern California or other academic entities are encouraged to participate and share best practices that further the Council’s mission. The Co-Chairs shall maintain a record of the Council’s meetings. Actions may be taken with approval of the majority of members present at scheduled meetings.

VI. Term

The informal structure of the self-chartered Council does not define terms of membership. The term for the Co-Chairs shall be 12 months.

The initial charter (August 2009) was implemented for the mutual benefit of the Council’s membership. The current charter (January 2011) will remain in effect

until an updated charter is approved, currently scheduled for April 2012. The charter will be reviewed annually and updated as needed, to reflect the evolving needs of its members.